



**COUNCIL  
MINUTES AND ACTIONS- DRAFT FOR APPROVAL  
7 APRIL 2022- 10:00-16:00, PENRYN CAMPUS**

NB text in BLACK is for publication

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**ACTIONS**

<b>ACTION</b>	<b>Owner</b>	<b>Deadline</b>
A proposal to develop institutional diversity targets to be brought to July Council.	Provost	7 July 2022
Keep Council informed of the developing postgraduate widening participation group and consider Council members in the membership of the group.	DVC Education	ongoing

## DECISIONS

ITEM	Decision	Paper No.
1	Council <b>AGREED</b> to delegate the power to appoint the Deputy Vice Chancellor Strategy; and the Faculty Pro-Vice-Chancellor and Executive Deans for the Faculty of Health and Life Sciences; Faculty of Environment, Science and Economy; and Faculty of Humanities, Arts and Social Sciences; to the Pro Chancellors.	
16	<p>Council <b>APPROVED</b> the renewal for a further term of office of the following:</p> <ul style="list-style-type: none"> <li>• Sarah Buck (one year only), (as Independent Class I Member)</li> <li>• Nicholas Cheffings (as Independent Class II Member)</li> <li>• Andrew Greenway (as Independent Class II Member)</li> <li>• Jo Binding (as Independent Class II Member)</li> <li>• Caroline MacEwen (as Independent Class II Member)</li> <li>• Alison Reed (as Independent Class II Member)</li> </ul> <p>Council <b>APPROVED</b> the appointment of Professor Malcolm Skingle for a term of three years from 1 August 2022</p> <p>Council <b>APPROVED</b> the renewal for a further term of office for Bettina Rigg as an independent (non-Council) member of Nominations Committee</p>	CNL/22/44
16	Council <b>AUTHORISE</b> the affixing of the seal.	CNL/22/37
16	Council <b>APPROVED</b> the University Terms and Academic Calendar for 2022-23.	CNL/22/40
16	Council <b>APPROVED</b> the Exeter University Annual Report and Financial Statements.	CNL/22/42

## **ATTENDEES**

### **PRESENT**

Sarah Turvill	Pro-Chancellor and Chair
Professor Lisa Roberts	Vice-Chancellor
Sir Richard Atkins	Pro-Chancellor
Jo Binding	Independent Member (via Teams)
Gerry Brown	Independent Member (via Teams)
Sarah Buck	Pro-Chancellor
Nicholas Cheffings	Independent Member
Graham Cole	Independent Member
Professor Barrie Cooper	Senate Representative
Lounette Dyer	Independent Member (via Teams)
Professor Alexandra Gerbasi	Senate Representative
Professor Mark Goodwin	Deputy Vice-Chancellor (Global Engagement)
Andrew Greenway	Independent Member
Salam Katbi	Independent Member
Professor Janice Kay	Provost
Professor Dame Caroline MacEwen	Independent Member (via Teams)
Amoetsoe Mkwena	Independent Member
Lily Margaroli	President, Students' Guild
Steven Preece	President, The Students' Union
Alison Reed	Independent Member
Professor Gareth Stansfield	Senate Representative
Tina Verhaeghe	Professional Services Representative

### **APOLOGIES**

Glenn Woodcock	Independent Member
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### **SECRETARY**

Mike Shore-Nye	Registrar and Secretary
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### **IN ATTENDANCE**

Jane Chafer	Director of Marketing, Recruitment, Communications and Global
Alison Chambers	Chief Executive Officer, Students' Guild
Shraddha Chaudhary	Assistant Director (Culture and Inclusion) (via Teams 10-12)
Andrew Connolly	Chief Financial Officer
Alison Davidson	Head of Sport (via Team 8)
Susan Fallon	Interim Deputy Secretary to Council (minutes)
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact) (via Teams)
James Hutchinson	Director of Education and Student Support (via Teams 9 - 11)
Ian Millar	Head of Buildings (via Teams 9)
Linda Peka	Deputy Registrar and Chief College Operations Officer (via Teams 10-12)
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Imelda Rogers	Director of Human Resources (via Teams)
Mark Sawyer	Head of Wellbeing and Welfare Services (via Teams 11)
Nicola Sinclair	Head of Widening Participation (via Teams 13)
Michael Wykes	Director of Policy, Planning and Business Intelligence (1-4)

**1 Chair's introduction and Minutes from the meeting of 17 February 2022 (CNL/22/26) and 17 March 2022 (CNL/22/26A) and matters arising.**

11. The Chair welcomed all Council members to the meeting and asked Members to declare any conflicts of interest related to items under discussion, none were declared.
12. The minutes of the meeting on 17 February 2022 and 17 March 2022 were agreed.
13. Council agreed to delegate the power to appoint the Deputy Vice Chancellor Strategy; and the Faculty Pro-Vice-Chancellor and Executive Deans for the Faculty of Health and Life Sciences; Faculty of Environment, Science and Economy; and Faculty of Humanities, Arts and Social Sciences; to the Pro Chancellors.

**2 Vice Chancellor's briefing (CNL/22/27)**

21. The Vice-Chancellor's (VC) briefing was noted and she updated Council with more recent developments including:
  - The Office for Students (OfS) has received guidance from the Secretary of State for Education and the Minister of State for Higher and Further Education on the OfS strategic priorities for 2022-23. Universities UK is currently analysing the full implications of the letter.
  - An update on the University's response to the war in Ukraine; including for students, through the Sanctuary Scholarship scheme which enables individuals who have sought asylum in the UK to study at Exeter, not just from Ukraine but supporting refugees and asylum seekers of all nationalities. The VC thanked the Guild and Students' Union who have both run successful fundraising events for the Disasters Emergency Committee appeal. The University is also supporting Russian students who are impacted; with very careful consideration and sensitivity on communications.
  - The VCs recent appointment as the Universities UK nominee to the Jisc Board as Trustee and non-executive Director. (Jisc is the UK higher, further and education skills sectors' social enterprise for digital services and solutions.)
  - Future Structures leadership recruitment is underway and announcements are planned over the next two weeks.
  - The University Executive Board (UEB) development programme had been initiated and is focused on managing through the significant period of change. There will also be a comprehensive training programme for the new leadership teams once they are recruited.
  - The VC informed Council she would be travelling to the US at the end of May to meet with major East Coast partners.
  - The VC is running a CBI invitation-only roundtable event on 9 May 2022, hosted by Tony Danker, with Professor Gavin Shaddick to discuss clusters, green growth and innovation in net zero.
  - Research Excellence Framework (REF) results will be published in the week beginning 9 May 2022; Council will be confidentially informing by email of the outcomes before they are public on 12 May 2022. This will be followed by a full discussion of the results at the Joint Senate and Council meeting on Wednesday 18 May 2022.
22. Council were informed that the University had been invited to take part in an HE delegation to the Kingdom of Saudi Arabia at the beginning of May. The purpose of the visit is to conduct a formal signing ceremony of UK-Saudi university partnerships, and to further develop higher education partnership opportunities.
23. The DVC Education updated Council on student attendance and engagement, noting that there is currently a low level of student attendance at in person teaching. Having started the academic year with blended provision, as restrictions ending, Exeter has been offering mainly live teaching, and online support to students who have chosen to study remotely. Council discussed the reasons for the low in person attendance such as covid anxiety and/or self-isolation, cost (time and money) of attending campus, part time employment, and choice.

Choice is a result of strong digital resources available to students and changes in assessment methods and patterns of learning. The University is seeing benefits in some changes as there is more continuous engagement with education materials, and is keen to build on that and learn from the change in behaviours to produce graduates who have attained deeper understanding of their subject. Council discussed the risk of low engagement and therefore low attainment; potential dropout rates; and if motivation has suffered. Council also considered the benefits of in person engagement on mental health; the need for communications encouraging attendance on campus to balance two years of communicating the opposite during the pandemic; and the opportunity for future hybrid models and personalised teaching.

### **3 Update on the School of Law**

- 3.1. Council was encouraged by the University's action on reviewing challenging areas and, whilst keen that reviews happened more frequently, noted the risk based approach to review programmes. It was noted that the University NSS Gold Group are addressing the specific issues with large cohorts, which are found in the Business School and College of Humanities also; but also stated that problems in the School of Law predate the recent large undergraduate cohorts.

### **4 Strategy Delivery Plan – next steps (CNL/22/38)**

- 4.1. The VC introduced Michael Wykes, Director of Policy, Planning and Business Intelligence, who presented the process to date on building the Strategy 2030 delivery plan and the emerging phase one priorities, which are planned to create the income for investment in future phases, they include:
  - Maximising 2022 entry and the percentage of international students on existing programmes

- Growing fully-online provision in selected areas
  - Improving the sustainability of research activity
  - Growing philanthropic income through a new £150m campaign
  - Improving business engagement to attract industrial income and partnerships
  - Creating a Net Zero innovation hub with significant external partnership
  - Enabling digital transformation
42. The Chief Financial Officer (CFO) presented to Council the new finance strategy to support the delivery of Strategy 2030; the challenges and changing funding landscape. The new strategy would involve moving from EBITDA as a core financial target to EBIT (operating surplus) as the strategic key performance indicator. Minimum liquidity and EBITDA would remain budgetary targets; and risk indicators would be the staff cost ratio, debt affordability, and debt and USS pension covenant monitoring.
43. The CFO outlined the new approach to managing budgets by having full income and expenditure reporting in budget centres, moving away from the College contribution model; larger strategic budgets; and improving financial sustainability through the new planning process. He stressed that the last finance strategy had been created in a financially easier environment and that the current, and future, funding landscape is significantly more challenging.
44. Council divided into groups to discuss the delivery plan and raised the following points:
- The delivery plan needs to focus on activities that will provide revenue for future investments; especially in teaching with high margin programmes.
  - Questions over the differential costs in teaching and supporting home and international students and therefore assumptions on higher margins in teaching the latter.
  - Council expressed confidence in the CFO and the proposed financial strategy. However there needed to be significant further information and discussion on future levels of borrowing and rationale.
  - To maintain people at the heart of the strategy to start with ‘people factors’ as the baseline.
  - The current phase one and two activities are listed as projects and should be stated in terms of their outcomes.
  - The executive should consider prioritising cyber security and the iExeter app development earlier rather than leaving to phase two.
  - The importance of cohort rebalancing, as a priority that starts this September.

Council raised further risks that should be considered:

- That the plan is sufficiently clear or bold about the choices the University needs to take.
- The need to keep the level of engagement with students and staff on the strategy and achievements high going forward.
- The potential increase in regulation by government.
- The fragility of the Higher Education funding model.
- The risk of recruiting high numbers of international students and not delivering a diverse student experience.
- The ability of the University leadership to deal with the high level of activity in the University currently and planned for in Strategy 2030. There was support for the proposed new DVC position to drive forward the delivery of the strategy. There was a call for staff to have time to deliver the new strategy.
- The need for reliable delivery of data to staff and University leaders to drive forward the strategy.
- That there is not enough focus on education widening participation, and state school entrants.

## **5 Student Reports**

- 5.1. The President of the Student Guild presented the Exeter Students' Guild 5 Year Plan (CNL/22/28). She informed Council that the Guild, having no longer any commercial income, is now totally dependent on the block grant provided by the University and the level of funding the Guild states is not allowing them to grow or fully deliver core services. They have therefore requested increase funding via the University Strategic Investment and Planning Committee.
- 5.2. The President stated that Exeter's Guild's funding is in their view at the lower end of the Russell Group and this means they cannot deliver all what they are expected to, representing all students including those from liberation groups, online students, postgraduate students and international students.
- 5.3. The President emphasised the strong relationship the Guild had developed with the University executive and their desire to work with the University to improve the student experience so that all students feel part of the University community. She noted that the results of proposed increased investment in the Student Guild should be tracked via the Guild student engagement measures and the University performance measures such as the NSS.
- 5.4. The Chair stated that the University is proud of the Student Guild and what they offer students; she also congratulated the President on her re-election for 2022/23. she was generally supportive of the fact that the Guild needed sufficient funding to achieve their ambitions but that this was a matter for the Executive.
- 5.5. The Exeter President of the Students Union presented his report (CNL/22/29) and informed Council that the result of the recent student election was that three of the four sabbatical posts have been filled by Exeter students; Georgi Roberts, a current Marine Biology student, was elected Exeter President for 2022/23. His report included information on:
  - A paid opportunity for students on a wellbeing panel.
  - A new PGR role for student experience.
  - The student's response to the war in Ukraine.The Exeter President also emphasised the need for the Cornwall sports strategy to be wider than the provision of pitches, but to consider water sports and also small sports projects.
- 5.6. The Exeter President and Council raised concern about students in Cornwall that feel under represented. The PVC Cornwall committed to ensuring that conversations take place to find out what can be done to address the concerns so that all students feel a sense of belonging. The Chair assured Council that student experience is a key part of the 2030 strategy and therefore business cases that improve the student experience should be supported; but also acknowledged the challenge of negotiating for limited resources.

## **6 Third Forecast 2021/22 (CNL/22/30)**

- 6.1. The CFO summarised the third forecast for 2021/22,

## **7 Costings Insight (CNL/22/31)**

- 7.1. The CFO presented an annual report on university costs data; this information is provided to the Office for Students. He reported a decline in overall cost recovery for publically funded teaching as a result of the frozen home fee; and that this has a significant impact on Exeter due to the University's high dependency on home fees. Cost recovery on research is improving for the third consecutive year, and Exeter's improvement is above that of the sector.
- 7.2. The Chair of Audit Committee congratulated the CFO on the robust finances. Council discussed the potential losses as a result of the frozen home student fee and high inflation; the CFO stated that the effect would not be the same for different subjects; he also highlighted that low inflation had meant the effect of the frozen fee had been reduced, with inflation increasing the need to focus on cohort rebalancing and reviewing the portfolio is a way to manage financial margins.

## **8 Cornwall Sports Pitch (CNL/22/32)**

- 8.1. The Registrar and Secretary provided an update on the proposals for sports pitches for Penryn campus,

## **9 Multi Faith Centre (CNL/22/33)**

- 9.1. The Registrar and Secretary reminded Council that plans for a multi faith centre on Streatham campus had been paused because of the pandemic. The current plans are for a well-designed, Passivhaus standard building in a high profile site on campus; and the stakeholder group informing the design is wide and diverse. The President of the Student Guild supported the investment and in particular the highly central and visible site; she stated that faith groups are currently welcomed into other spaces that have not been purpose built, this development would mean the faith groups could now welcome others into their purpose build space.



## **10 Wellbeing, Inclusion and Culture Committee**

101. The Provost outlined the role of the Wellbeing, Inclusion and Culture Committee (WIC), a committee of UEB. She stated that people are central to the new strategy and WIC's role is to oversee the People Strategy – the what, how and who of the way we work.
102. The Provost detailed the groups the report to WIC, some of which were already in existence. She also outlined WIC's priorities for the year:
- A holistic Mental Health and Wellbeing Strategy
  - Workload allocation and equity
  - Introduction of a sector leading Leadership Programme
  - Race Equality Charter Mark
  - Safety of Women at Night (SWaN) Charter.
- A culture index and other measurements were outlined.
103. Council had an in-depth discussion on mental health issues and any correlations with people with protected characteristics. The need to prioritise certain communities and target specific strands of work to particular communities was agreed. Other issues noted included:
- Staff sickness has been under reported during the pandemic.
  - The effect of the pandemic on research activity and resulting staff sense of wellbeing.
  - Hybrid working and remote study had been helpful but for some, but for others very excluding.
104. The promotions data was discussed and concerns were raised by a lack of role models and the challenges of recruiting staff from diverse backgrounds. Issues around developing, recruiting and holding on to a diverse staff were discussed. Council held an in-depth discussion on the challenges, progress and position the University is in in improving diversity in the staff and student body.
105. It was requested that a proposal to develop truly stretching and ambitious institutional diversity targets should be brought to July Council.

## **11 Wellbeing Annual Report (CNL/22/34)**

- 11.1. The Head of Wellbeing and Welfare Services, provided an annual report to Council on the work of Wellbeing and Welfare Services during 2020/21 and term one 2021/22; which included time during the peak of the pandemic. He stated that there has been an increase in the complexity of needs and serious cases; and a general decline in young people's mental health. The University has a strong partnership with the NHS and other agencies but the gap in provision for students with complex cases is getting wider. He informed Council that the University is developing bespoke services for students of colour and for international students. Additionally the University is working with the Trans community, a very vulnerable community; and supporting victims of gender violence.
- 11.2. The Head of Wellbeing and Welfare Services noted the link with the Wellbeing, Inclusion and Culture Committee and connections to the emerging mental health and wellbeing strategy.

## **12 Equality, Diversity and Inclusion (EDI) Termly Report (CNL/22/35)**

12.1. The Provost and the Deputy Registrar and Chief College Operations Officer presented the termly EDI report to Council which provided a summary of the University's work around EDI to provide assurance that work continues on implementation of the EDI Vision 2025 as part of Strategy 2030. Highlights included:

- The University had been awarded Stonewall's Gold Award.
- An investment into leadership through the appointment to a newly created role of Assistant Director, Culture and Inclusion.
- A Disability Equality action plan had been approved.
- The Race Equality Charter had been submitted.

12.2. It was suggested that termly EDI reports to be presented in the context of the whole EDI landscape and that they include honest appraisals of both successes and challenges and areas where our performance or progress was unacceptable and more institutional effort was needed.

## **B Access Agreement Monitoring**

13.1. The DVC Education and the Head of Widening Participation updated Council on Access and Participation targets and performance against the targets; and how they form part of the Success for All strategy. They also provided an update on Exeter's state school entrant target. They reported that Exeter's position on widening participation is improving, as is state school participation. Exeter would be reporting exceeded or achieved targets for 2020/21. There are challenges that are being managed on mature student participation; and in cohort rebalancing with student numbers management being carefully calibrated to protect widening participation aims.

13.2. Council discussed the success with undergraduate widening participation plans and encouraged the University to consider the approach with postgraduate students.

13.3. Council noted the excellent progress overall and thanked the Head of Widening Participation.

13.4. Council noted the need to report on statistical significance where possible.

13.5. Council requested to be kept informed of the developing postgraduate widening participation group and consider Council members in the membership of the group.

## **14 Report from Senate**

14.1. The Senators informed Council of recent Senate activities including what had been discussed at the meeting of Senate on 23 March 2022 which included:

- Senate Review Implementation Group update - work is ongoing with Senate enhancements; the group overseeing the work is chaired by the DVC Research and Impact.
- Research Culture and College action plans to increase research student satisfaction.
- The University's response to the war in Ukraine.
- Degree Classifications Reporting.
- Review of Admissions Data and Strategy.

- Progress on updating the Agreement on Academic Freedom.
- Changes to the University Governance Document required by the restructure, which will also be brought to Council.

142. The Student Sabbatical Officers reports and the Annual Report on Student Wellbeing and Welfare Services on the Council agenda, were also considered by Senate.

## **15 Report from Audit Committee**

15.1. The Chair of Audit Committee updated Council on issues the Committee had been considering, including:

- The Audit Committee was concerned about the delay in the implementation of internal audit actions. However these are now being considered regularly by UEB; and owners of outstanding actions have attended Audit Committee to provide comprehensive updates.
- The external auditors have provided benchmarking data which the VC has focused the executive on.
- The Committee have been concerned that inflation risk is not scored high enough in the University's risk process and this is being considered.
- The Committee have been encouraging the University to take a lead in the sector on Environmental, Social and Governance (ESG) reporting.
- The Committee will be overseeing the tender for the external audit and the reappointment of the internal auditors, PWC.

## **16 Matters brought forward from Part II (CNL/22/36)**

16.1. Council Nominations Report (CNL/22/44)

Council **APPROVED** the renewal for a further term of office of the following:

- Sarah Buck (one year only), (as Independent Class I Member)
- Nicholas Cheffings (as Independent Class II Member)
- Andrew Greenway (as Independent Class II Member)
- Jo Binding (as Independent Class II Member)
- Caroline MacEwen (as Independent Class II Member)
- Alison Reed (as Independent Class II Member)

16.2. Council **APPROVED** the appointment of Professor Malcolm Skingle for a term of three years from 1 August 2022

16.3. Council **APPROVED** the renewal for a further term of office for Bettina Rigg as an independent (non-Council) member of Nominations Committee

16.4. Affixing the Seal (CNL/22/37)

Council **AUTHORISE** the affixing of the seal.

16.5. University Terms and Academic Calendar (CNL/22/40)

Council **APPROVED** the University Terms and Academic Calendar for 2022-23.

16.6. Exeter University Foundation Annual Report and Financial Statements (CNL/22/42)

Council **APPROVED** the Exeter University Annual Report and Financial Statements.

## **16.7. Part II - For Noting**

- Capital Management Group Minutes: (CNL/22/39)

- The Bill Douglas Museum Annual Report (CNL/22/41)
- Northcott Theatre Annual Report (CNL/22/43)
- Academic Promotions Report (CNL/22/45)
- Audit Committee Minutes – 1 November 2021 (CNL/22/46)
- Senate Minutes – 3 November, 24 November, 6 December 2021, 2 February and 9 March 2022 (CNL/22/47, 48, 49, 50, 51)
- Arts & Culture Report (CNL/22/52)
- Penryn Pitches Appendices (CNL/22/54A, 54B, 54C)
- Finance Strategy 2030 Technical Appendix (CNL/22/55)

## **17. Chair's Closing Remarks**

17.1. The Chair thanked all those attending and asked that in the event of an attendee subsequently testing positive for COVID, if they could inform anyone they have had a close contact with to advise of the risk and to be minded of any symptoms; or to let the Secretariat know, who without revealing any identity, will let attendees know there could be a risk they should be aware of.

17.2. The Chair closed the meeting.

**Next meeting: 19 May 2022**

COUNCIL & COMMITTEES  
REGISTER OF INTERESTS 2021/22

Members

Sarah Turvill	Willis Towers Watson (Director of UK Subsidiary; Pensioner); Yarmouth (IOW) Harbour (Commissioner); Grays Inn (Bencher)
Professor Lisa Roberts	Russell Group (Board Member); Heart of the South West Local Enterprise Partnership (Board Member); Member of the Liveable Exeter Place Board; Commissioner on the UPP Foundation Student Futures Commission; Member of UUK's Charter for Portfolio Review Advisory Group, Cornwall and Isles of Scilly Local Enterprise Partnerships (Board Member)
Sarah Buck	Institution of Structural Engineers (Ethics Committee member); Joint Board of Moderators (Accreditation Visits; Deputy Chair of Board)
Richard Atkins	Dept for Education, Higher Education Restructuring Regime Advisory Board (member)
Professor Janice Kay	Royal Devon & Exeter NHS Foundation Trust (Senior Independent Director); Advance HE (Board Member & Chair of RemCo); South West Institute of Technology (Deputy Chair); TEF Advisory Group (member)
Professor Mark Goodwin	None
Jo Binding	The Student View (Chair of Trustees), The Fertility Network, UK (Chair of Trustees)
Gerry Brown	NovaQuest Capital (Chairman)
Nicholas Cheffings	Hogan Lovells International LLP (Consultant); PRIME Commitment Ltd (Chair); Making the Leap (Trustee); CareTech Charitable Foundation (Trustee); British Paralympic Association Parallel Club (Chair); Interim Head of Legal and Company Secretary for The Crown Estate
Graham Cole	RVL Aviation (Chair); ASR Ltd (Board member)
Dr Barrie Cooper	University and College Union (Pensions Officer, negotiator, caseworker and representative at University of Exeter Branch)
Professor Alexandra Gerbasi	None
Andrew Greenway	Public Digital (Director)
Salam Katbi	Department for Education (South West Regional Co-ordinator for Prevent)
Professor Dame Caroline MacEwen	<i>Tayside Health Board (Consultant Ophthalmologist); General Medical Council (Interim Chair); Scottish Government (Clinical Lead/Advisor); Moorfields Eye Charity (Trustee); Healthcare Quality Improvement Partnership (HQIP) (Chair); Council of the GMC (Member); University of Dundee (Honorary Professor)</i>

Lily Margaroli	<i>None</i>
Amoetsoe Mkwena	<i>Hogan Lovells International LLP (Employee, Associate)</i>
Stevie Preece	<i>None</i>
Alison Reed	British Airways plc (Director); NewDay Ltd (Director); CGI Group Inc (Director)
Professor Gareth Stansfield	<i>Deployable Civilian Expert of HMG Stabilisation Unit, Appointed Honorary President of the Iraq Energy Institute</i>
Tina Verhaeghe	<i>Ubuntu Counselling Services (Trustee) Exeter</i>
Glenn Woodcock	<i>Binit (Investor); Centre for Science and Policy, University of Cambridge (Policy Fellow Alum); City Science Corporation Limited (Chairman and Shareholder); Cloudsoft Corporation Limited (Shareholder); Exeter City Futures Community Interest Company (CEO and Founder); Exeter College (Vice Chair of the Board of Governors); Global City Futures Limited (CEO); Low Carbon Limited (Director); Oxygen Conservation Ltd (Director); Oxygen House Group Limited (Director); Oxygen House Limited (Employee); Rolemapper (Investor); Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) (Fellow); Sea Cottage Lettings Ltd (Director); South West Mutual (Investor); Sparx Limited (Director); Dartington Hall Trust (Trustee); Dynamic Purchasing UK Ltd (Director and Shareholder); The South West Food Hub Community Interest Company (Director); Green Shoes of Totnes (Director); Green Moreton Ltd (Director and Shareholder); Leighon Restoration Limited (Trustee)</i>
Lounette M. Dyer	<i>California Institute of Technology, Board of Trustees.</i>

#### In attendance

Alison Chambers	None
Andrew Connolly	None
Neil Gow	Sainsbury Laboratory (Trustee Director, Head of Scientific Advisory Board); Westerdijk Institute (Member of Scientific Advisory Board), Elsevier The Cell Surface (Editor in Chief); Wiley Cellular Microbiology (Editor); CIFAR Advisory Committee (Advisory Committee member), Gilead Sciences, Research Scholars program in Antifungals (Chair), Royal Society University Research Fellowship panel Bii (Biomedical Sciences) (Chair)
Tim Quine	Tianjin University (Honorary Professor); Russell Group PVC Education Group (Chair); Exeter College (Member of Governing Body)
Imelda Rogers	None
Mike Shore-Nye	Ted Wragg Multi Academy Trust (University nominated Member); Northcott Theatre (University nominated Board)

	member); Association of Heads of University Administration (Deputy Chair and Executive Board member, OFS liaison, Home office Liaison); UUK nominated USS representative member of the JNC
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#### Other Committees

<b>Bettina Rigg</b>	Browne Jacobson LLP (Partner); Writtle University College (Governor)
<b>David Dupont</b>	Diabetes UK (Member of Clinical Studies Group researching Type 1 Diabetes); Operation Imprezza (Charity Trustee Director); Pennon Group Plc (Shareholding)
<b>Simon Enoch</b>	Jurit LLP (Consultant); Nescot (Governor and Chair of Audit Committee); 100% IT Ltd (Chairman)